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SUBJECT: Reassignment of Personnel

1. Current personnel ceiling reallocations and certain realignments of functions have resulted in problems of effective personnel utilization. Some Offices have more members than are needed or authorized at the same time that the staffing requirements of other Offices call for the procurement of individuals having skills which correspond to those who are in a surplus category in other parts of the Agency.

2. The continuing aim of personnel selection and placement in CIA is the assignment of each individual on a job that matches his capacity. Success in this objective depends on more than a conscientious attempt at initially recruiting the right person for a specific vacancy. No matter how well new recruits from outside are screened, investigated, tested, and selected, these techniques fall short of achieving perfection. Occasionally, the new member's first assignment is dictated by the priority of work assignments so that adequate consideration is not given to his background and skills in deciding where he is to be slotted. In addition, security restrictions preclude giving of sufficient job specifics to enable applicants to gauge their own suitability and adaptability. The need to rematch individuals and jobs arises, too, from changes which take place in position requirements as a result of shifts in functions and organizations, as well as the fact that the abilities, skills, or interests of people change or develop. To fail to make provision for such adjustment in the assignments of personnel would be to ignore the changing characteristics of both organizations and persons. Accordingly, it is the purpose of this memorandum to

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Approved For Release 2001/04/09 : CIA-RDP79-00232A000100010018-4

outline the steps which should be taken when Agency officials are confronted with these problems.

3. It is the responsibility of each Deputy Director, Assistant Director, or other Office head, insofar as possible, to satisfy himself that personnel under his jurisdiction are assigned to positions where they are most needed and for which they are best suited by aptitude and experience. Also, as stated in CIA Notice [REDACTED] "prompt action must be taken to release those individuals who are undesirable or whose performance is unsatisfactory when there is no reasonable prospect to bring about adequate improvement through less drastic administrative or supervisory action". Supervisory officials at every level are expected to give such guidance, counsel, and training as will produce the attainment of acceptable levels of performance by all members of the work force. The supervisor is not required or expected, however, to labor indefinitely with individuals who are not qualified, or cannot be qualified through training or other means. A placement which is or becomes ineffective for one or more of the reasons mentioned in the foregoing paragraph can sometimes be corrected through reassignment to a position for which the member has evidenced or demonstrated some qualifications or aptitude. Wherever possible, such reassessments should be accomplished within the Office component wherein the individual is assigned. When this cannot be done, the Personnel Office should be advised in accordance with the following paragraph.

4. The Personnel Office will be informed with respect to any member for whom intra-Office reassignment cannot be effected, and whose failure to give satisfactory performance results from causes other than a kind of incompetence which may reasonably be expected to be repeated on any future assignment. At the same time, the Personnel Office will be supplied a full evaluation of the knowledge, skills, and capabilities of the individual,

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including an objective and complete analysis of shortcomings and strengths. The evaluation will be prepared by the immediate supervisor or other appropriate official. Based on their observations of the individual's latent capabilities, supervisors may wish to suggest training programs which might reasonably enable the individual to qualify for other specific lines of work. Representatives of the Personnel Office will communicate with these officials for such additional information as may be necessary in order to develop plans for Agency reassignment. The need for accurate appraisals of past performance and potential cannot be overemphasized. Subsequently, the existence of overgenerous statements could well create a considerable obstacle to enforcing a decision that the individual should be separated involuntarily. More important, however, is the likelihood that a fair, honest, evaluation will result in a successful and beneficial reassignment. All parts of the Agency will profit from a mutual understanding and strict adherence to this principle.

5. Personnel made available for reassignment in accordance with paragraph 4 above, will be reported to Personnel Office which will enter their names on a Replacement Roster. At the same time, the releasing Office will make arrangements for the physical location and temporary assignment during the period pending reassignment or other action. As vacancies develop in Agency Offices, the Personnel Office is responsible for referring persons, including those in the Replacement Roster, who are regarded as adequately qualified for consideration of the Offices concerned. Such referrals will be made either where external recruitment is requested or when another Agency member may be proposed for the purpose of filling the vacant position. The Personnel Office will provide all available information regarding the individual's background, experience, weaknesses and abilities. Reassignments

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effected as a result of referral from the Replacement Roster will be subject to the condition that the reassignee will serve a six month trial period in the new position. If, upon the termination of this period, the Office to which he has been reassigned is not satisfied with his performance, action may be initiated to separate the person. The Personnel Office will be responsible for providing continuing guidance to supervisors with the aim of providing such staff assistance as will help to bring reassigned members to satisfactory levels of performance. Placement Officers will conduct follow-up interviews at periodic intervals with both the individual and supervisor. Such interviews should bring to light specific problems encountered by the trial member, and provide an opportunity for developing remedial programs.

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6. CIA Notice [redacted] describes the procedures to be followed to separate individuals whose performance is so unsatisfactory that reassignment or other administrative measures are not justified. Where security considerations dictate such a course, however, separations will be effected pursuant to the authority vested in the Director of Central Intelligence under Section 102 (c), National Security Act of 1947, and in accordance with CIA Regulation [redacted]

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7. It must be clearly understood that individuals undergoing a reassignment through the Replacement Roster device will not be made the responsibility of the Personnel Office during the period required to locate a suitable position or to effect other action. They must remain under the jurisdiction and control of the releasing Office until final disposition is made in their cases.

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